

The  
Management  
University  
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**CERTIFICATE UNIVERSITY EXAMINATIONS**  
**SCHOOL OF MANAGEMENT AND LEADERSHIP**  
**CERTIFICATE COMMON UNIT**

**CCU 105 : FOUNDATIONS IN MANAGEMENT**

**DATE: 31<sup>ST</sup> JULY 2023**

**DURATION: 2 HOURS**

**MAXIMUM MARKS: 70**

**INSTRUCTIONS:**

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **FOUR** questions.
6. Question **ONE** carries **30 MARKS** and the rest carry **10 MARKS** each.
7. Write all your answers in the Examination answer booklet provided.

**QUESTION ONE**

Read the case study below carefully and answer the question that follows:

**EFFECTIVE MANAGERIAL SKILLS IN KENYA**

*"It's not about money. It's about the people you have, and how you're led." - Steve Jobs.*

All organizations exist for certain purposes or targets, and managers are answerable for merging and using organizational resources to ensure that their organizations achieve their objectives. Management act as a monitor to a group of people working in the organization and harmonizing their works, toward the achievement mutual objective. Further, management process contains mainly four primary tasks to be accomplished: planning, organizing, leading, and controlling. It is significant to recognize that the management process is not always straight. As the management development advances, transformations and alterations based on the environmental fluctuations. So that managers make sure the necessary changes are affected and that the unity and integrity of the entire process is supported. Planning refers to definition of the goals for the organization and determining what actions and resources are needed to attain the goals. It is concerned with organizational success in short and long term. Throughout planning, management expresses what the future of the organization should be and related resources to reach that point. It is essential to getting the "right" things done.

Once plans are created, decisions must be generated to find best implementations of the plans. The plans that are created should be adaptable and flexible. The organizing function engages choosing how the organization will be regulated (by departments, carrier teams, job responsibilities, etc.). Hence, organizing involves allocating authority and responsibility to numerous departments, distributing resources across the organization, and defining how the activities of groups and characters will be synchronized. Approximately everything that is accomplished in an organization is completed by individuals. The best planning and organizing will not be effective if the people in the organization are not whole-hearted to support the plan. It can be defined as, guiding the activities of organization members in

appropriate directions. Leaders use knowledge, personality, and charisma to produce vision and motivate effort to achieve targets. Managers must also lead by interconnecting goals throughout the organization, by constructing commitment to a mutual concept, by building distributed ethics and culture, and by inspiring high routine.

Managers can use the power of reward and punishment to make individuals encourage plans and goals. Leaders stimulate people to support plans, creating faith and commitment. Leadership and management abilities are not identical, although they can materialize in the most effective people. Accordingly, ultimate purpose of leading is to increase the productivity. Detecting and responding to what essentially happens is termed controlling. Controlling is the process of observing activities, evaluating performance, associating results to objectives, and making modifications and improvements when needed, process of collecting data, providing reward and punishment. This is frequently labelled as a feedback ring, as shown in the illustration of a product strategy feedback ring. It is a repeating process, means that is not for one time to be used.

Following the management functions, administrative members required to have some certain skills or abilities to carry out the process of reaching organizational goals by working with and through people and other organizational resources. Management skills can be almost anything that enables one to manage others effectively. Human skills the ability to work with, understand and motivate others, build the cooperation within the team being led. This ability requires to work with attitudes and behaviors to effective communication, whereas individual and group interest important at all three management levels, which are top management, middle lever management and first-line management. Managers who can motivate their workforce are true property to their business. This type of interface not only increases productivity and employee fulfillment, but it sets a good example as well.

Technical skills refer to ability to use relevant tools and techniques, specialized knowledge, and skills. Mostly related to working with "thing" process or physical object. Technical skills are more significant for low-level managers than for those at the top of the responsibility line. Many companies encourage their managers to have superficial

knowledge about the stuff that the departments use to understand the needs of the functional resources. Conceptual skill involves the understanding of an organization as whole. The mental ability to analyze and diagnose complex situations. It's hard to get the big picture when supervisors have a narrow perception. So that effective managers are deeply involved in the interpersonal relationships like working in a series of opera concerts.

**Required;**

- a) Using the case examine the eight primary steps in staffing. (8 Marks)
- b) Analyze six characteristics of an effective directing function based on the case study. (6 Marks)
- c) Describe the process of employee selection referring to the case above. (6 Marks)
- d) Explain three levels of management that a modern organization should have. (6 Marks)
- e) Using the case mention two differences between plan and a strategy giving examples. (4 Marks)

**QUESTION TWO**

- a) Highlight the seven steps in a decision-making process. (7 Marks)
- b) List and briefly describe the three methods of forecasting. (3 Marks)

**QUESTION THREE**

- a) Explain any five importance of manpower planning. (5 Marks)
- b) Identify five characteristics of planning in your organization. (5 Marks)

**QUESTION FOUR**

- a) Compare and contrast the following terms as they are used in foundations of management. (2 Marks)
- i. Responsibility and authority. (2 Marks)
  - ii. Chain of command and the span of management. (2 Marks)
  - iii. General staff and specialist staff. (2 Marks)

- b) Justify four importance of training and development to the employees and organization. (4 Marks)

#### QUESTION FIVE

- a) List and explain three management skills that a manager has to possess. (3 Marks)  
b) Using examples describe the main functions of management. (7 Marks)

#### QUESTION SIX

- a) Analyze three roles necessary for a manager in a modern organization. (3 Marks)  
b) State seven Merits of recruiting internally. (7 Marks)

